

PEBS 76 7315

1 MAY 1976

Personnel

MEMORANDUM FOR: Deputy Director for Administration
FROM : F. W. M. Janney
Director of Personnel
SUBJECT : DDA Personnel Rotation Program

1. This is in response to your memorandum of 4 May 1976 concerning the DDA Personnel Rotation Program.

2. Policy:

a. We do not cavil with the basic aim of developing and strengthening employee experience in the broadest possible areas of administration -- notwithstanding the need for those dedicated individuals who spend a career or a good portion thereof in a highly specialized field.

b. We believe the draft proposal for a Directorate rotational program should be approached with caution. It will not necessarily enhance the productivity of the various Directorate offices, and we have to balance the impact on an individual office of a detailee who lacks the knowledge and skills of the particular discipline involved. The Directorate of Administration is not as close a confederacy as the Operations and Intelligence Directorates. Rotation could pose problems that do not exist in other areas of the Agency.

3. Eligibility:

The proposal calls for nominations in grades GS-14 through GS-16. I argued at the recent Office Heads' Conference, and I still believe, that initially the Directorate would be better served by the identification of GS-13/14 level employees

STATINTL and comparable positions and/or responsibilities. If that proves feasible, we could always move on to higher graded employees, but it is my impression that the "end product" we are striving for is five or more years in the future. That assumption certainly would mean selection now at the GS-13/14 level. At the present time I believe that GS-15/16 level jobs in this office require the expertise and knowledge that has been acquired by pursuing a career in personnel management per se. Mr. [] is certainly an exception, but he was not picked for assignment on the basis of being only a highly qualified individual in the broad sense. He had experience and an educational background in modeling, mathematical computations and projections that were sorely needed by this office at that time. Also, Mr. [] had a predisposition to personnel management based on interest, self-study and formal educational courses.

STATINTL 4. Position Identification and Selection Process:

Again, this office would prefer to identify positions at the GS-13/14 level. I also suggest that the timing in the proposal may be a little too rapid. If, for instance, the proposed paper at the GS-15/16 level is bought, we have the problem of what to do with the GS-15/16 who is in a particular position which may be identified for rotation assignment. That same individual may not be the one who would be selected for rotation to another Directorate office; therefore, a reassignment date, which is stated in the proposal as "usually within a six-month period," may not be feasible.

5. Duration:

A two-year tour and a letter of understanding appear to be appropriate. To be away from the subgroup for a longer period would not, in most instances, be in the best interests of the employee or the subgroup. Also, as an integral part of the Personnel Development Program, there may be some who, instead of returning to the subgroup, would be given further career development for GS-15, -16 and -17 positions.

6. Employee Counseling:

The goals set forth in the proposed draft appear to be ones that should be acceptable to all. If the program is to work, it is essential that all concerned assure the employee that under no circumstances will such rotation, if performance is as expected, retard his promotion opportunities. We may wish to consider also whether an employee should be forced into this program if he feels strongly that it is not his "cup of tea."

7. Announcements:

We agree that all qualified employees should be considered by some appropriate mechanism within the subgroup.

8. Positions:

We would agree that one position is sufficient for the pilot running of this proposal and that OMS would appear to be appropriately exempted.

9. In summary, I suggest a very careful approach to this program and believe that, initially, implementation should be at the GS-13/14 level rather than at the GS-15/16 level.

/s/ F. W. M. Janney

F. W. M. Janney

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